

**NOMINATION OF WILLIAM J. BOARMAN
TO BE THE PUBLIC PRINTER**

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TUESDAY, MAY 25, 2010

United States Senate,
Committee on Rules and Administration,
Washington, D.C.

The Committee met, pursuant to notice, at 10:06 a.m., in Room SR-301, Russell Senate Office Building, Hon. Charles E. Schumer, Chairman of the Committee, presiding.

Present: Senators Schumer, Warner, and Bennett.

Staff Present: Jean Bordewich, Staff Director; Jennifer Griffith, Deputy Staff Director; Veronica Gillespie, Elections Counsel; Julia Richardson, Counsel; Lauryn Bruck, Professional Staff; Lynden Armstrong, Chief Clerk; Matthew McGowan, Professional Staff; Justin Perkins, Staff Assistant; Mary Jones, Republican Staff Director; Shaun Parkin, Republican Deputy Staff Director; Paul Vinovich, Republican Chief Counsel; Michael Merrell, Republican Counsel; Abbie Platt, Republican Professional Staff; Trish Kent, Republican Professional Staff; and Rachel Creviston, Republican Professional Staff.

OPENING STATEMENT OF CHAIRMAN SCHUMER

Chairman Schumer. Okay. Good morning, and I want to thank my colleagues here--I apologize for being late--and thank our witness here today. I want to thank my colleague on this Committee, Senator Warner; he is going to Chair the remainder of the hearing, and I

27 appreciate him doing that, because I had a previous commitment, but we wanted to move this
28 on. And, of course, I want to thank Senator Bennett always.

29 The hearing will come to order. I would like to welcome everybody, including our
30 Ranking Member, Senator Bennett, and Senator Warner, and especially our nominee, William
31 "Bill" Boorman. The Government Printing Office was created by the Printing Act in 1860 for
32 the production and distribution of information products and services for all three branches of
33 the Federal Government. GPO opened its doors on March 4, 1861. That is the same day
34 President Lincoln became the 16th President of the United States. In fact, next year is the
35 GPO's 150th anniversary.

36 Today the Public Printer employs 2,400 staff, manages annual revenue of \$1 billion.
37 From the earliest days of the Nation, congressional leaders recognized the need for printed
38 documents to assist both chambers in Congress in communicating with the American public.
39 James Madison cited in his notes of the Federal Convention of 1787 the delegates' concern over
40 the Government's responsibility to inform the citizenry when he wrote, "It should not be in the
41 option of the legislature to conceal their proceedings." This is the GPO's primary mission:
42 "Keeping America informed."

43 GPO produces the Nation's most important Government information products, such as
44 the Congressional Record and Federal Register. Both are produced at the GPO's main plant in
45 Washington. However, nearly 60 percent of the printing the GPO manages for the Federal
46 Government is procured through private sector vendors throughout the country. On a daily

47 basis, the agency maintains between 600 and 1,000 print-related projects through a
48 longstanding partnership with America's printing industry.

49 Congress is dependent upon the ability of the GPO to provide printed and electronic
50 versions of our legislative documents and the Congressional Record in a timely manner. With
51 the ever increasing workload of Congress and our demanding schedules, the agency needs to
52 continue to provide the necessary resources to meet our legislative demands so that we can
53 carry out our duties as mandated by the Constitution and governed by the rules of both Houses
54 of Congress.

55 The Public Printer faces diverse and pressing challenges in the upcoming years, which I
56 will not list here, but we know what they are. And now, if confirmed, Mr. Boarman would be
57 the 26th Public Printer. He is a practical printer by trade. He began his career by serving a
58 4-year union apprenticeship at the McArdle Printing Company in Washington, D.C. Following
59 completion of his apprenticeship, he worked in a number of local establishments. In 1974, he
60 went to work for the GPO. In 1977, he took a leave of absence from the GPO after being
61 elected a full-time union official. He has continued a professional relationship with the GPO
62 that spanned more than 30 years.

63 Over the years, he has testified on GPO matters on a number of occasions before our
64 Committee and before the Joint Committee on Printing. Since 1989, he served as president of
65 the Printing, Publishing, and Media Workers Sector of the CWA, Communications Workers of
66 America, and president of the International Allied Printing Trades Association.

Mr. Boarman has served as Chairman of the Board of Trustees of the CWA/ITU-negotiated pension plan, CWA Pension Plan Canada, and Executive Board of the Council of Institutional Investors. So we are fortunate to have a nominee of Mr. Boarman's caliber and experience for this important post, and I look forward to your testimony, sir.

I call on Bob Bennett.

OPENING STATEMENT OF SENATOR BENNETT

Senator Bennett. Thank you very much, Mr. Chairman. My connection with the GPO goes back to the time when I chaired the Leg. Branch Subcommittee of the Appropriations Committee and went down to the GPO and spent time with the Public Printer, went through the plant, got an understanding of how big an operation this really is. And since that introduction of the GPO, I have seen it change. I have seen it grow. The number of its employees has gone dramatically as its productivity has gone up dramatically, which is a pattern that we see throughout American business generally.

So, Mr. Boarman, we welcome you here, recognize that you will be taking on a very significant management challenge, and I simply want to take the opportunity to thank all of those who have gone before you, not just the Public Printers but all of the GPO employees who have worked so tirelessly on behalf of the Congress and the executive branch. This is an agency, as the Chairman indicated, that serves more than one branch of Government, even though the funding does come through the Congress.

So it is very important that we continue the innovation, the change, the pattern of

87 keeping up with the times that has been established in the last decade, and I look forward to
88 hearing what plans you have to do that, and I am happy to welcome you to the Committee.

89 Mr. Boarman. Thank you, sir.

90 Senator Bennett. Thank you, Mr. Chairman.

91 Senator Warner. [Presiding.] Thank you, Senator Bennett.

92 We have been joined by my colleague and friend, Senator Cardin from Maryland, and I
93 know he is here for the purpose of introduction. I will simply add one point. Mr. Boarman, if
94 confirmed, taking on this position is of particular interest to both Senator Cardin and me since
95 so many GPO employees live in both of our States. I know you reside on the other side of the
96 river, but this is an organization that has a great deal of effect right here in the national capital
97 area, and I am very pleased that my friend and colleague, Senator Cardin, is here for the
98 purpose of introduction.

99 Senator Cardin.

100 **STATEMENT OF HON. BENJAMIN L. CARDIN, A UNITED STATES SENATOR FROM THE STATE OF**
101 **MARYLAND**

102 Senator Cardin. Senator Warner, thank you very much. Senator Bennett, thank you
103 for your attention to these issues. I am not going to repeat everything that Senator Schumer
104 has said, but I do want to welcome my constituent, Bill Boarman, to this Committee and
105 strongly recommend his approval, his confirmation.

106 Bill Boarman has been a lifelong resident of Maryland. He currently resides in Severna

107 Park. And from the beginning of his career as a pre-apprentice at the McArdle Printing
108 Company in Washington, D.C., in 1966, Mr. Boarman has devoted his life to the printing
109 industry and protecting the workers within the printing industry. As has been pointed out, he
110 has worked his way up to the senior vice president of CWA, and he has emerged as an icon,
111 quite frankly, in the printing industry. He is so well qualified for this position. He is an
112 expert. He is well respected by the workers at the Government Printing Office, and, Senator
113 Warner, as you pointed out, many of those workers live in Maryland and live in Virginia, and we
114 have heard nothing but praise as to the selection of Mr. Boarman to lead this agency.

115 Beginning in 1974, Mr. Boarman spent some of his early years as a career journeyman
116 printer in the United States Government Printing Office, so he has the experience. He worked
117 his way up, as I said, in the unions. He has been involved in every aspect and has been called
118 upon by us as an expert in this area. We rely upon Mr. Boarman's views.

119 He has been an informal adviser to the leadership at the Government Printing Office.
120 He has been called upon many times to help out, and now we have the opportunity to have him
121 as our director. He is so well qualified. He has the leadership that is needed to bring us into
122 the issues that Senator Bennett has raised dealing with new technologies and the new needs
123 within the printing field.

124 So I am proud to recommend him, and I am proud that he is a fellow Marylander.

125 Senator Warner. Thank you, Senator Cardin. Of course, you are welcome to stay, but
126 I know time constraints may mean that you have got to move on.

127 I know as well that Senator Mikulski was hoping to be here. Scheduling prohibited her, but
128 she has got a statement of introduction as well.

129 [The prepared statement of Senator Mikulski inserted into the record]

130 Senator Warner. At some point along the way, we may be joined by our friend Steny
131 Hoyer from the other side of the body. And if he comes in, we will interrupt your testimony,
132 Mr. Boarman, to let him make his opening comments.

133 So, with that, I would ask the nominee to stand and raise his right hand? Do you swear
134 that the testimony you are to provide is the truth, the whole truth, and nothing but the truth,
135 so help you God?

136 Mr. Boarman. I do.

137 Senator Warner. Please be seated. Now, Mr. Boarman, if you would like to go ahead
138 and make an opening statement. I know you have got friends and colleagues around you. If
139 you want to make any introductions to the Committee, please feel free to do so. Then we are
140 anxious to hear your statement.

141 **TESTIMONY OF WILLIAM J. BOARMAN, OF MARYLAND, TO BE THE PUBLIC PRINTER**

142 Mr. Boarman. Thank you, Mr. Chairman, and thank you, Senator Bennett, for holding
143 this hearing today. I fully appreciate how busy each of you are with the important work of the
144 Senate, and I am honored by your presence here today for my hearing.

145 I want to thank Senator Cardin for his wonderful introduction. I hope that Congressman
146 Hoyer will be able to make it. Both of these gentlemen have a record of standing up for the

147 citizens of Maryland, and I am proud that they wanted to be here for me today. It is an honor.

148 Mr. Chairman, I would like to introduce a few very special people that are here with me

149 today. First, my daughter, Lauren, who is sitting right behind me. Lauren is my only

150 daughter and looks after me with the love and support that only a daughter can offer.

151 I would like to mention my son, Christopher--I think he is watching this right now. He could

152 not be here because he is teaching a spring course at Berkeley where he is finishing his Ph.D. in

153 medical anthropology.

154 Also, I am honored to introduce my colleague and friend for the last 22 years, Larry

155 Cohen, the president of the Communication Workers of America. He is sitting right behind

156 me, and he also is my boss.

157 And, finally, a young man whose grandfather happens to be my very good friend, and

158 his name is Chase Lawson. He is sitting over here. Chase is a junior at Mount St. Joe's in

159 Baltimore, and he is very interested in government and politics, and I invited him here today so

160 that he could get a first-class civics lesson on the advice-and-consent role of the U.S. Senate as

161 prescribed by the Constitution. So welcome, Chase.

162 Let me begin by saying I am deeply honored by the President's nomination to be the

163 Public Printer of the United States. For a practical printer by trade, there is no higher post in

164 the Nation than as head of the GPO, with its distinguished tradition of supplying the printing

165 and information needs of the Federal Government for almost 150 years.

166 I have been a printer for more than 40 years. I learned my trade in the private sector and

167 worked in several large commercial printing plants and in two large daily newspapers. As was
168 stated, I was appointed to the GPO in the 1970s as a printer and left the GPO for a full-time job
169 with my union. Now, since 1989, I have served as president of the Printing, Publishing, and
170 Media Workers Sector of CWA.

171 But while at the GPO, I worked to achieve practical agreements with management that
172 opened the door to technological change and saved jobs. And during my career with CWA, I
173 have worked toward the same objective, establishing a proven track record of cooperation and
174 achievement in labor-management relations in the printing and publishing industry.
175 I have also served in a number of executive capacities for a variety of boards and councils and
176 have served for the last 21 years as chairman of the board of the CWA/ITU-negotiated pension
177 plan, and as president of the Union Printers Home Corporation, which is a retirement
178 community our union runs in Colorado Springs, Colorado.

179 Now, from executive decision making to fund management and controlling costs to
180 making payroll, I have had a broad range of management experience that I hope you will agree
181 has equipped me to lead the GPO, if I am confirmed.

182 The GPO today is a substantially different agency compared with the one that I left
183 many years ago. It employs fewer employees but is significantly more technologically
184 advanced. However, one thing has not changed: The GPO continues to employ an
185 extraordinarily talented group of men and women who every day carry out their responsibilities
186 with unmatched expertise and dedication. If there is any one asset that best characterizes the

187 GPO, it is the superb quality of the people who work there.

188 I think the GPO has made progress in recent years in improving functions it carries out.

189 If confirmed, I look forward to continuing with that progress and to ensure that what the GPO
190 strives to accomplish in the coming years will contribute measurably to the distinguished record
191 of service it has compiled over the past 150 years.

192 Finally, on a personal note, I have had the high honor and privilege to have been
193 consulted by and testified before some of the true giants of the Senate in days gone by. In
194 just this Committee, I have had close personal relationships with former Chairman: Claiborne
195 Pell, Charles McC Mathias, Mark Hatfield, Wendell Ford, and John Warner. Each of these men
196 have sought my counsel and judgment on matters that relate to the GPO. Likewise, I have
197 worked with almost every Public Printer since the Nixon administration to stand beside them
198 on matters that had grave importance to the agency as it changed and evolved from
199 administration to administration and Congress to Congress.

200 I believe it was these unique relationships and experience that the White House focused
201 on when they asked me to serve the President and accept the nomination as the 26th Public
202 Printer of the United States. I truly believe that all of this background and 35 years'
203 involvement with the GPO will serve me well if I am confirmed by the Senate as the next Public
204 Printer. I am ready and willing to serve if I can get your support.

205 Thank you, Mr. Chairman, and I would be happy to answer any questions that you and
206 Senator Bennett may have of me at this time.

207 [The prepared statement of Mr. Boarman was submitted for the record]

208 Senator Warner. Well, thank you, Mr. Boarman. Thank you for your testimony, and I
209 look forward to getting to questions in a moment.

210 Let me just add for the benefit of Chase, you know, you are also getting something
211 rather unusual in today's hearing. Not only are you going to get to see your friend Mr.
212 Boarman testify and the Majority Leader of the House of Representatives come all the way over
213 to the Senate to make an introduction, but you are also getting something particularly unusual
214 in a hearing of this nature. As a new Senator, I usually sit way, way down there on the end,
215 and it is a special time that I get to actually sit up here in the big chair. So there will be people
216 in this room making sure that I do not mess up as well.

217 But recognizing before we get to my questions that we have been joined by
218 Representative Hoyer, the Majority Leader of the House to make an introduction as well, I will
219 call on my good friend Steny Hoyer.

220 **STATEMENT OF HON. STENY HOYER, A REPRESENTATIVE IN CONGRESS FROM THE STATE OF**
221 **MARYLAND**

222 Mr. Hoyer. Thank you very much, Mr. Chairman, and I am pleased to see you in the
223 exalted seat of the chairmanship. I know it is tough, having been a Governor and running the
224 place, to come and sit at the end of the line. So this is a change.

225 I want to say I am particularly pleased to be here with Senator Bob Bennett. I think
226 Senator Bennett is one of the outstanding Members of the Congress. He is a Senator who has

227 served with the public's interest uppermost in his mind, with a view towards making democracy
228 work, not simply having confrontation but sitting down at the table and trying to make
229 democracy work.

230 Senator Bennett, I want to say I am one Democrat who is going to be very sorry to see
231 you leave the Senate. I think it is a loss for Utah. I think it is a loss for the Nation. You
232 represented, I think, and continue to represent the kind of Member of the Senate and the
233 House that the American public wants to see. It is unfortunate that a very narrow band of
234 people in both of our parties think that what we need is confrontation, not collaboration. The
235 country will be lesser for your loss, and I want to thank you for your service.

236 Senator Bennett. Thank you very much, and I would remind you it is Mr. Boarman's
237 hearing and not mine.

238 [Laughter.]

239 Senator Bennett. Thank you.

240 Mr. Hoyer. Well, and I will not vote on confirming you or not confirming you, so I will
241 know my proper role.

242 Mr. Chairman, I am here to--and I will submit a statement for the record--just briefly to
243 say that I have known Bill Boarman for a very long period of time. He and his wife are good
244 friends, so I am not objective on his nomination. But as you have seen from previous
245 testimony--I presume Senator Cardin was here and Senator Mikulski as well, probably--we have
246 all known him very well, not only his expertise that the Public Printer will have to deal with, but

247 also his judgment, his wise counsel has been, as he said, for many of us throughout my tenure
248 in the Congress of the United States, which now I am in my 30th year, has been extraordinarily
249 well received and important. And I think the administration has made an excellent choice for
250 the Public Printer. I think he will work well with the people who work at GPO. I think he
251 understands the necessity to look to make a solid business model work for the GPO. I know
252 he has talked about that in his statement.

253 So I will not belabor the point other than to say that I am strongly in support of his
254 nomination. I think he will serve our country well and serve the Government Printing Office
255 well and serve the Congress well. And I urge his confirmation, and thank you for this
256 opportunity to appear.

257 [The prepared statement of Mr. Hoyer was submitted for the record]

258 Senator Warner. Thank you, Leader Hoyer.

259 Mr. Hoyer. Also, I will vote to confirm Senator Bennett.

260 [Laughter.]

261 Senator Warner. I am glad you said that after the convention instead of before.

262 Mr. Boarman, again, thank you for your testimony. And, Representative Hoyer, thank
263 you for your statement. Obviously, from your background you are a printer's printer, a great
264 background, varied and the kind of experience across the board in terms of all the aspects of
265 the challenge that the President has selected you for.

266 I have got a couple of questions, though, before we get to Senator Bennett. I am sure this

267 body will confirm you, but, you know, printing is going through as much transformation as any
268 industry that is around.

269 I wanted to start my questioning, though, with--you know, traditionally, the GPO has
270 had a unique role in terms of the relationship kind of as a public-private entity with, my
271 understanding, nearly 60 percent of the GPO printing activities are actually procured through
272 private contracts, and I think on a daily basis that may mean between 600 and 1,000 print
273 projects a day are managed in this ongoing relationship.

274 With the changing nature of the business, how do you see that business relationship
275 between the GPO and the various private sector printers around who the agency employs?
276 Do you see that changing? Do you see it continuing? What is your sense of the business
277 model going forward?

278 Mr. Boarman. Well, thank you, Senator. The GPO relies heavily on the private sector
279 in order to do the work of the Government. The main printing plant is set up primarily to do
280 the overnight, quick-turnaround work that the Congress and the President demand. It is really
281 not set up for the kind of work that we procure through our procurement program. So we are
282 heavily dependent on the private sector to support that program. I think we contract
283 somewhere over \$500 million worth of work through the GPO procurement program. And we
284 hope to get more, because the law requires all agencies to use the Government Printing Office.
285 Unfortunately, there was a dust-up about 10 years ago about separation of powers. Since
286 GPO is a legislative branch agency, some Assistant Attorney General wrote a memo suggesting

287 that they did not have to use GPO. As a result, GPO has lost some of its business, even though
288 the law is very clear, Title 44, that they must procure their work through the Government
289 Printing Office.

290 But I think, you know, my approach to this would be rather than arguing about whether
291 it is a separation of powers issue--because I think that is ridiculous, but obviously a judge would
292 have to decide that--let these agencies give GPO a chance to procure the work for them, bring
293 more business in.

294 I believe that the procurement program at GPO is the best price execution that money
295 can buy and that we can get the job done quicker, better, and at the lowest cost for the
296 taxpayers if we are given the chance. And I think that the agencies that use us would stand up
297 here today and say the same thing, that that is exactly right.

298 So as Public Printer, what I would do is to try to go out and interact with the agencies
299 that are not using us to try to bring more work into GPO because I think it is the right way to do
300 it. The procurement program is overseen by the IG. To my knowledge there has never been
301 any fraud or investigation there. And it is best price execution, and it creates jobs in the
302 private sector when we have contracted out, and it basically goes to small mom-and-pop shops
303 who get this work. There are big printers in there, like Donnelly and others, who get that
304 work, but many of the people in our program are just small printers who depend on this work.
305 So I just think the relationship will continue. I think it will grow, and I look forward to working
306 with the private sector on this to help it grow.

307 Senator Warner. One of the questions, I think one of the unique aspects you are going
308 to bring to this job is you have kind of seen it from every angle. You have worked at the GPO;
309 you have obviously been involved in the labor movement; you have seen it from the workforce
310 standpoint; you have obviously advanced your career into the management sector as well.
311 You know, but with the challenges as more and more documents are viewed in electronic form,
312 when we see increasing pricing pressure across the printing industry and across Government as
313 a whole, I would like you to speak for a moment about how you are going to balance the needs
314 of workforce versus technology versus the price constraints that the Government is under and
315 how perhaps your background might suit you for that challenge.

316 Mr. Boarman. Well, I have been advised by the current political leadership and the
317 professional leadership at GPO that next year GPO will actually be in a deficit position. So it is
318 not a great place to start from, but it is what it is.

319 You know, I come from a background of, unfortunately, inheriting organizations that
320 seem to have deficit problems, and I have had success in dealing with those. My president,
321 Larry Cohen, and I inherited a huge deficit when he took over CWA. I think it was somewhere
322 in the neighborhood of about \$18 million. And we did it the old-fashioned way. We did not
323 use gimmicky and auditors' gimmicks. You know, we made the hard choices that had to be
324 made in order to get our budget in line, and today it is in line.

325 Likewise, with the nursing home that I run, when I took it over, it had a \$1.5
326 million-a-year deficit. Today it is operating in the black, has \$2 million in the bank, and, you

327 know, probably makes about \$600,000 a year. Again, we had to make hard choices.
328 For GPO, fortunately they have two streams of income. One is the appropriations. Now,
329 most likely that is going to be flat. I think the Public Printer asked for \$167 million, but I think
330 it is more likely to be in the area of \$140, \$147 million.

331 So the other stream is customers, bringing new business in, and we now have this
332 program, the SID, security and intelligent documents, where we print the passports but we also
333 do something called smart cards, and we are doing it for a number of Government agencies.
334 It has a chip in it, and it is absolutely secure, Government-to-Government relationship. So we
335 need to build that business to try to offset some of the losses that are going to come as a result
336 of less printing, less ink on paper, and more digitization. And I believe we can do that.

337 I met with the directors and I have been briefed by all of the top-level folks at GPO, and I
338 have to tell you that I was very, very impressed with the SID program. And I think it is
339 something that Congress should support. I think they should encourage the security agencies
340 of our Nation to take a look at GPO, give us a chance to do these ID cards for all these different
341 agencies, because I think we can show that the security with us Government to Government is
342 a much better way to go.

343 So there is a lot of opportunity there. I am going to start out, I think, with a deficit, but
344 I am used to that, and I have got some ideas to deal with it, and I look forward to the challenge.
345 Senator Warner. I have got a couple more questions, but if I ever hope to get close back to
346 this short of being here for 20 years, I will not go into Senator Bennett's time. Senator

347 Bennett?

348 Senator Bennett. Thank you very much, Mr. Chairman.

349 Mr. Boarman, I will give you an opportunity to deal with the issue that has come up very
350 recently, your campaign contribution to Mr. Halter. Here is the chance for you to describe
351 how that came about and how you realized you needed to send us the letter that you did, and
352 we are grateful to have received it, whether there was any union efforts, CWA efforts, and you
353 have involvement in that in any way that the Committee needs to know about. Can you go
354 through that whole situation for us and lay it out?

355 Mr. Boarman. Well, I can tell you what I know. I was asked if I would consider giving
356 a contribution to the lieutenant governor who was running for the Senate, a \$250 contribution,
357 and I agreed to do that, and I actually did it online. Someone sent me an e-mail from the
358 campaign, and I went on, and in about 5 minutes' time, I plugged in with my bank card and
359 made the \$250 contribution. It completely passed through my mind because it happened so
360 quick, and I did not really have a receipt that I remember. It was not in my checkbook. I
361 heard about it--someone mentioned it in an article yesterday that I had made a \$250
362 contribution, and I went, "What is this about?" And then I had to go back and think about it.
363 So I went to the Federal Election Commission site to see when I made it, because I could not
364 remember, and it was March 17th of 2010 I made the contribution, and I immediately wrote
365 the Committee a letter, since I had unknowingly omitted that from the statement, the
366 questionnaire that I sent up here, on which I had listed other contributions that I have made.

367 That is all I can tell you. I was not involved in any bundling that I have been accused of. I had
368 nothing to do with any of that. I made a \$250 contribution.

369 Senator Bennett. As you think about it, have there been other contributions you have
370 been asked to do, presumably by the union, that you said, okay, well, I will take care of that,
371 and you go online and do that? Or is this a single experience?

372 Mr. Boarman. I do not think so, Senator, because most of us contribute through our
373 union COPE program, and they take out an amount of money from our check every 2 weeks,
374 and it goes into our political action committee. That is--

375 Senator Bennett. So your contributions have been to the PAC.

376 Mr. Boarman. Yes, yes. I cannot ever remember doing this any other time.

377 Senator Bennett. Okay, thank you. I appreciate getting that--

378 Mr. Boarman. That is all I can tell you.

379 Senator Bennett. Okay. You have indicated that you get over \$500 million from the
380 private sector, and, yes, it is Donnelly at one end and then the mom-and-pop operation at the
381 other. I think in all probability the mom-and-pop operations that you refer to do not pay
382 union prevailing wages. Are you going to require that they pay union prevailing wages in
383 order to deal with the GPO? Or will you take their bid without digging into their own internal
384 compensation plan?

385 Mr. Boarman. I have no plans to change the current system. I think it would be
386 unlawful to impose union conditions for printing. I do not know that there is any law that

requires you could do that, and the program works perfectly. I believe that the union printers could compete in this arena if they chose to do that. And I do not think there would be any need to do that. So the answer is no, I do not have any plans to change what we are doing. We do it too well. It is just it has been in place for so long, and I think in order for me to be successful to attract the work that I talked to Senator Warner about from other agencies, I cannot mess around with a program that works. I mean, I am convinced, from meeting with the printing procurement people, that they know what they are doing. They know how to reach out to the customers. They know how to address their needs. They know how to take care of the issues. If there is a billing issue, there is a special person that deals with that to make sure that, you know, they are not overbilled and, if we do overbill them, that we refund them.

I have no plans to change what I consider one of the finest procurement programs in the Government.

Senator Bennett. All right. In that vein, then, let us talk about the structure. It is currently structured into distinct business unit, such as security and intelligence documents where the passports and other secure credentials are produced, and then plant operations, publications, information sales, print procurement and so on, and each of these business units has its own P&L, and accounting on a monthly basis to spend it through expenses, contributions, and so on.

This allows a degree of transparency in each unit so that you know exactly what is being

407 earned and what is being spent in each one. And there is some concern that if they all got
408 lumped together, some of the transparency might disappear.

409 Do you have any feeling about how you will deal with these four separate units?

410 Mr. Boarman. Well, I do not have any plans to change the way the transparency is
411 flowing. I think that is the best way to do it. I think I told you in our meeting that we had the
412 other day that one of the things that concerned me was that the CFO was so far down the chain
413 in the scheme of things at GPO. In all the organizations that I have headed, the CFO has been
414 right beside me and someone I count on to tell me the truth about, you know, how much do we
415 have, what is the cash flow, you know, what is outstanding, what is coming in, what is the
416 auditor saying.

417 I think that relationship between the chief executive officer and the CFO is very
418 important. So that is something that I would look at to hopefully bring the CFO closer to me
419 so that I could keep my handle on the dollars, especially as it appears we are going to be
420 entering a deficit situation.

421 But, no, I think the transparency that you talked about is fine. I think the way they
422 have separated the businesses is--it gives them a chance, especially the SID program. They
423 were part of operations at one point, and I think doing pretty well. But now that they are
424 separate and there is more security, I think the opportunity for SID to grow and to attract more
425 businesses from maybe NSA or from other agencies that do security work--we do some
426 Homeland Security products--it is much better set aside. As I understand it, all the people in

427 the SID area have the necessary security clearances. We have the necessary guards to keep
428 the place safe from people getting in and getting their hands on passports, which could be a
429 disaster.

430 So if we can protect the passports for the State Department, I believe we could do the
431 same thing for every agency of Government. So I think those separate business units are
432 working well, and I would continue that.

433 Senator Bennett. Thank you.

434 Mr. Boarman. Thank you, sir.

435 Senator Bennett. Thank you, Mr. Chairman.

436 Senator Warner. Let me follow up on the line that Senator Bennett has raised. One
437 of the things that I saw in your background, Mr. Boarman, that impressed me was the fact that
438 you have been involved with operations, as you mentioned earlier, where you would come in
439 and there was a deficit circumstance and you, from a good business perspective, brought it
440 back up into a more positive balance. Clearly, with the changing nature of printing and with
441 the notion that, should you move forward in this position--and I hope you will--the GPO will be
442 in a deficit position to start with. I want to simply give you a chance to reemphasize again that
443 coming into that deficit circumstance, recognizing that you have got a series of private
444 contracts out there, recognizing that you have got Government enterprises that have other
445 choices, if you are going to increase GPO's market share, you are going to have to be price
446 competitive to do that, and that means if there are good working relationships with your

447 private sector partners, regardless of the make-up of their workforce, you are not going to do
448 anything to cut back on GPO's competitiveness in the marketplace. I would like you to
449 expound on that a bit.

450 Mr. Boarman. No, absolutely not. I think the relationship with the printing industry
451 and the contractors--there are a couple different groups that represent these folks that work
452 with us--is a good one, and I look forward to meeting with these folks after confirmation and
453 creating that bond even stronger and let them know that we count on them for what they do.
454 We cannot do it alone. We have to have these private contractors. And it is just good
455 Government to send as much as we can to the private sector.

456 I read some statistics somewhere in a publication that GPO had cut back on
457 procurement, but I checked into that with the professionals at GPO, and they tell me that the
458 amount of work that was contracted out last year is the same percentage that it had been in
459 previous years.

460 Now, if someone counted the SID stuff, which does not go out, it has to be the passport
461 work and the smart cards, which is done in-house, if they included that in part of it, I think you
462 could skew the numbers. But the printing that we normally contract out will continue, and we
463 hope to build on that by getting more agencies to come with us and using the GPO.

464 Again, give us a chance, let us prove that we can do the best price execution. You can
465 always go back to the printer that you had if we do not do the job we think we can do. I am
466 absolutely convinced that we are going to save the taxpayers money because we can do it

467 cheaper.

468 Senator Warner. In terms of workforce, let me ask you a question there. Again, we
469 see in the newspaper business it is going through a dramatic transition. The printing business
470 is going through a dramatic transition. The whole notion of ink on page and printing books or
471 the traditional periodical is being transformed as we move to more electronic media.

472 How both within--and I imagine in terms of your contracting you can find that new
473 expertise, but within the GPO itself, how do you make sure that your workforce stays current?
474 How do you make sure that, both from a technology standpoint and from a workforce
475 development standpoint, you are truly training the public printers of the 21st century and not
476 of the 20th century?

477 Mr. Boarman. Well, that is going to be a challenge because I have been advised by the
478 human capital people in the briefings that I have had that we have an aging workforce, and that
479 it is going to become a critical issue over the next few years. And some of these people have
480 extraordinary skills that, if we let them go out the door without transferring that to someone
481 else, we could have a catastrophe.

482 You know, when the Congress of the United States decides to stay in late at night and
483 legislate, it is not an immaculate conception that creates the Congressional Record that comes
484 to the Hill every day along with the bills and hearings. It is the people that I talked about in
485 my opening statement who know exactly what they have to do every night and every day when
486 they come in there, and they know they have to come in, whether it is snowing or whatever, to

487 get the Record out. If Congress is in, we are in.

488 Now, I think that we can be very competitive in terms of attracting the kind of people
489 that we need to the GPO. I think the rates of pay and I think the benefits and the security of
490 working at the GPO is a very attractive package for young people who are pursuing a career in
491 printing and publishing, whether they are in a technical college or whether they are at RIT or
492 they are working in the private sector as a printer, like I did.

493 I think we need to develop a program to go out and recruit these people to replace the
494 people that we know we are going to lose over the next 4 or 5 years. I think that what I would
495 do right away is have human capital provide me with a critical list of the people that are going
496 to retire, and then I think I would sit down with the line supervisors that know these individuals
497 and say--to tell me which one of these have skills that we need to find out and have them work
498 with someone so that when they leave we do not lose that information, we do not lose that
499 institutional memory that they have.

500 So that is what I have been thinking about, how to deal with this, because whenever you
501 lose people like we are going to lose, it is going to be a difficult situation for GPO. But I am
502 confident that they will work with us and that we can recruit the people to replace them.
503 Senator Warner. I have got one more question, but I will go ahead and--well, you know, one
504 of the--the Federal Depository Library Program has the requirement of safeguarding the
505 public's right to know about what is going on in the Government, and, you know, the Obama
506 administration has made transparency a hallmark of its administration.

507 Now, sometimes translating that transparency into reality has been a challenge, and
508 some depository librarians feel that GPO is not meeting the needs of its users or adjusting to
509 the increasing demands for digital access to Government information.

510 You know, what can the GPO do to work with the librarians to ensure that the Federal
511 Depository Library Program will really meet its goal of keeping Americans informed in this ever
512 more transparent world?

513 Mr. Boarman. Well, I think the underlying problem can be spelled out in one sentence.
514 About 95 percent or more of all Federal documents are born digital today and will never end up
515 in the Depository Library Program. And everything that we do that we put ink on paper can be
516 created digitally as well.

517 The law, which originally, I think, dates to the early 1800s, was probably the first open
518 Government law passed by the Congress, because it provided for this wonderful program of the
519 Federal Depository Library Program where every library gets so many copies. The Senators
520 can designate a regional library who get even more. But today I think their walls are bulging
521 with the books, and they have no place to put them.

522 But the current law, which was passed in 1962 and has not been revisited, has to be
523 looked at so that we can modernize it to deal with the fact that so many documents are born
524 digitally. We cannot do that by ourselves. The Congress of the United States--it would have
525 to be--I would assume it would have to be the House Administration and Senate Rules
526 Committee would have to come up with some changes to the law to deal with that issue.

527 Now, I want to caution you. I do not think we ought to throw the baby out with the
528 bath water. I think this program is one of the greatest programs that our country has. The
529 Congress funds this thing, about \$40 million each year, to make sure that people are informed
530 about what their Government does, and I certainly do not want to tinker with that. But I do
531 think there are some things that we can do to make it easier on the libraries.

532 If I am confirmed, I will get together with the library community and try to hear them
533 through, what they think would best work in this area. And then I think I would come to the
534 Congress with some suggestions on how we can deal with it without messing around with the
535 underlying tenets of this law that provides for this information.

536 So that is another challenge, but I think the libraries and the GPO will work well together.

537 They are a great stakeholder for us, and I look forward to working with them about this issue.

538 Senator Warner. Well, I think if Senator Bennett does not have any other questions, that was

539 my last question. I appreciate, Mr. Boarman, your testimony here today, and I think you will

540 be a great Public Printer. Obviously, I think you bring a great and varied background, and I do

541 think, you know, one of the challenges is going to be--since the GPO will be in a deficit

542 circumstance, we are going to need that business approach to make sure that we can get the

543 best value possible for the taxpayer, and clearly in an area that is going through dramatic

544 transformation driven by technology and by the public's need to know. So I personally look

545 forward to supporting your appointment, and I believe you have got a big job in front of you.

546 So on behalf of the Rules Committee, I would like to thank the nominee, Mr. Boarman, for his

547 testimony. The record will remain open for 5 business days for additional comments. The
548 Committee plans to consider this nomination in a timely manner so that the Senate can confirm
549 Mr. Boarman as the next Public Printer.

550 Since there is no further business before the Committee, the Committee is adjourned
551 subject to the call of the Chair.

552 [Whereupon, at 10:53 a.m., the Committee was adjourned.]